

Board of County Commissioners

Workshop Item

Date of Meeting: August 30, 2005
Date Submitted: August 24, 2005

Attachment # 1
Page 1 of 1

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator
Vincent Long, Assistant County Administrator
Ken Morris, Special Projects Coordinator

Subject: Workshop on Leon County Jail Issues

Statement of Issue:

This item is a continuation of the 2005 Workshop on Leon County Jail Issues.

Background:

On May 15, 2001, the Board conducted the Preliminary Action Plan, Jail Population Management Workshop to discuss issues surrounding jail population management with the Sheriff, Public Defender, State Attorney and Judiciary. During this workshop, the Board approved a Jail Population Preliminary Action Plan that included the establishment of the Leon County Public Safety Coordinating Council (PSCC), as outlined in Section 951.26, Florida Statutes.

During a follow-up November 27, 2001 Jail Population Workshop, the Board adopted the Jail Population Management Plan which included an annual report to the Board on jail population each year. The PSCC's 2004 Annual Report and Recommendations was approved by the Board at the May 24, 2005 Workshop on Leon County Jail Issues.

In addition, during the Board's December 13, 2004 Annual Retreat, the Board made the Leon County Jail Issues one of the top priorities for 2005. At the previous 2005 Workshop on Leon County Jail Issues on May 24, 2005, the Board accepted the PSCC's Annual Report, requested a continuance of the workshop, and requested that matters relating to recent deaths in the jail and the jail's medical service provider be presented to the Board as an agenda item. An agenda item on Prison Health Services (the jail's medical provider) and an evaluation of recent deaths in the jail will be presented to the Board at the regular Commission meeting on August 30, 2005.

This workshop item will discuss the issues raised by the Board during the Annual Retreat and subsequent Board meetings, including:

- Evaluation of Jail's Staffing Levels
- Review of Vocational and other Programs available to inmates
- Review of Jail Farm Work Programs
- Review of 1999 Dr. Dina Rose Study, "Drugs, Incarceration and Neighborhood Life: The Impact of Reintegrating Offenders into the Community,"
- Update on Crime Rates in Leon County
- Review of Tallahassee Police Department's Arrest Procedures
- Review of Tallahassee Police Department's Community Capacity Development Program

- Review of 2003 article, "Incarcerated America,"
- Leon County Probation Division revenue collections
- Average length of stay for felony Violators of Probation (VOPs) in the Leon County Jail

Analysis:

Evaluation of Jail's Staffing Levels:

In 2004, the average monthly Leon County Jail population reported to the Florida Department of Corrections (DOC) was 1,063 inmates. The Leon County Sheriff's Office (LCSO) uses the DOC's 80% rule for assessing the facility's capacity. Using this guideline, the jail population exceeds the rated capacity when it reaches a population of 975 or more. To operate the jail, LCSO employs 232 sworn personnel. The chart to the right illustrates comparable counties with similar jail populations and the number of sworn correctional officers that work in the jail.

County	2004 Avg. Monthly Population	Sworn Correctional Officers
Manatee	1,027	266
Leon	1,063	232
Alachua	1,065	175
Pasco	1,067	274
St. Lucie	1,160	193

The number of sworn correctional officers compared to inmates does not properly reflect an accurate ratio of supervision. The structural design of the jail requires that most inmates be grouped together and held in "pods." These pods have a large indoor common area for inmates to gather during the day before resigning to their shared cells at night. The grouping of inmates into the pods is configured by gender, age, mental health, high risk inmates, and administrative discipline. The number of inmates, rules, and authorized interaction of each pod is often determined based on the group of inmates housed in the pod. An adult male general population pod is allowed to mingle in a common area throughout most of the day with scheduled lockdown times to return to their cells. The inmates in the adult male high risk pod are confined to their cells most of the day and are allowed into a common area for a short period of time with very little or no interaction with other inmates. Each pod, regardless of the number of inmates or type of pod, is occupied by one sworn correctional officer at all times. Therefore, one correctional officer may be responsible for up to 94 inmates in Pod K while another correctional officer oversees 28 inmates in Pod H.

LCSO is continuously recruiting for correctional officers. The high stress levels and the long shifts associated with corrections work leave a high turnover rate and constant need for correctional officers in county jails. While the statistics vary, the comparable counties contacted to gather population and staffing data expressed similar challenges with recruiting and retaining correctional officers. In an effort to determine the competitiveness of LCSO compensation as compared to like-sized and local organizations, the Office of Management and Budget conducted a compensation study at the Board's request. On February 22, 2005, the Board accepted the recommendations to implement a three year average annual salary increase for LCSO staff. The recommendation included an average salary increase of 5.8% over a three year period, beginning in 2006, for sworn corrections staff. The Board's action will solidify the competitive salaries of correctional officers compared to similar sized counties once the increases take effect.

Review of Vocational and other Programs available to inmates:

Approximately 700 inmates participated in the vocational, educational, and substance abuse programs offered by the Leon County Sheriff's Office in 2004. General Education Diploma (GED) classes, mentoring seminars, alcoholics anonymous, and narcotics anonymous programs are regularly offered throughout the week, including evenings, to rehabilitate inmates and provide them with the proper tools to reintegrate with society. Additional programs include a literary program, bookmobile visits, HIV awareness and prevention, and an attitude and behavior class (Attachment #1).

During the 2004 school year, which runs from August of 2003 to May of 2004, 197 inmates were enrolled in GED classes. Of the 51 inmates that took the GED Test in 2004, 23 (45.1%) passed the test and the remaining 28 (54.9%) inmates partially passed the test by earning satisfactory scores on three or more sections of the examination. One hundred percent of the juveniles that took the GED Test and the FCAT passed (Attachment #2).

Review of Jail Farm Work Programs:

During the FY01/02 budget process, the Board funded eight new correctional officer positions in the LCSO budget to allow for expansion of the weekend work camp to a seven day operation. The work camp averaged 40 people each day in 2004 and provided inmate labor assistance to organizations such as Habitat for Humanity, Mother's In Crisis, Leon County Schools, City of Tallahassee Parks and Recreations, Mosquito Control, Leon County Health Department, and Leon County Public Works. The expansion of this program has allowed more offenders to serve their sentence through the weekly work program while remaining in their jobs, with their families, and in their communities. On February 8, 2005, staff was requested to bring back a report on jail farm work programs in other areas of the state, which uses labor from committed offenders rather than offenders who serve in the weekly work program as an alternative to jail time. Staff interviewed representatives from three Florida County Sheriff's Offices, and the following is a summary of each of these programs.

Marion County

Since the year 2002, the Marion County Sheriff's Office (MCSO) has been operating a Jail Farm Work Program. The impetus behind the program was the Sheriff's assumption that inmates would most likely fair better in society, and not return to jail, if a work ethic was instilled while serving time in the jail. Thoughts turned to the jail's food budget, and the idea of running a farm from inmate labor to supplement food that was purchased for the jail.

MCSO entered into a lease agreement for land with the Department of Environmental Protection, Office of Greenways and Trails for a nominal cost to start their farm. The inmates cleared the land by hand, using hand tools, and began actually farming the land in 2002. The Program uses approximately 100 inmate laborers a day for the operation of the farm. Operations include planting seeds in a greenhouse, transplanting seedlings to the field, cultivating cuttings into plants, oversight of an ornamental garden, maintenance and construction of all necessary building structures, grounds keeping, harvesting, and oversight of 4,500 chickens, 25 pigs, and a herd of cattle. All of the produce grown on the farm is used in the jail kitchen. The chickens produce all of the eggs needed in the jail kitchen (approximately 100,000 a year), and the pigs and cattle are used to supplement some of the

meats consumed in the jail.

In addition, the MCSO has a partnership with the University of Florida (UF) whereby inmate labor is used by the UF Plant and Science Research Unit for planting and harvesting of the various crops they grow. Produce grown by the UF Plant and Science Research Unit is also given to the jail to supplement the food needed to feed inmates.

The inmates are also given educational opportunities while working on the farm. There is a school house on site, and classes in horticulture, ornamentals, and general nursery management are given to the inmates to help them run the farm. They are also provided the opportunity to take classes toward earning their GED.

MCSO estimates that the jail farm work program provides a \$300,000 reduction in their jail food budget each year. The estimated cost to operate the program in 2004 was \$126,000. The majority of this cost is the staffing of Correctional Officers to oversee the farm inmates and instructors to educate them. Staffing for the 100 daily inmates breaks down to: two Correctional Officers, one Sergeant, one civilian farm manager, one civilian correctional assistant, and two instructors.

Generally, only non-violent sentenced or un-sentenced misdemeanants are allowed to work on the farm. Inmate farm laborers are afforded up to nine days per month off of their sentences for time worked on the farm. The MCSO Jail Farm Work Program is in addition to other various work programs available in the county (e.g., road-clean-up crews).

Pasco County

The Pasco County Sheriff's Office (PCSO) operates not only a jail farm, but also a hydroponics unit and a fish farm. All produce and fish harvested are used to supplement the jail's food supply. The PCSO started their farm operation on three and one half acres of Board property. (The Fish Farm is a converted retention pond on the jail property). Start-up costs were covered by use of the inmate welfare fund, as well as available grant funds. The cost to operate the farm programs is an estimated \$250,000 a year. This amount funds the staffing of the operation by two deputies.

The Program "employs" three to 15 inmate laborers each day. The inmates are typically sentenced, non-violent misdemeanants (e.g., DUIs, drug offenders). PCSO also contracts with the South West Florida Water Management District for the use of six inmate laborers to remove exotic plants in local water bodies. The Farm Program is in addition to other various work programs available in the county (e.g., road clean-up crews). PCSO has plans to expand their Farm Program to include hogs and cattle in the near future.

Monroe County

Monroe County Sheriff's Office (MCSO) operates a petting zoo with the use of inmate labor. The zoo, called the "Children's Animal Park" is located on about two acres of the MCSO detention center grounds. The park was started in 1994 as a haven for homeless animals and has grown into a park, complete with aviary, reptile exhibit, rabbit warren, farm animals and other domestic and exotic species.

"Animals at the park are cared for primarily by Detention Center inmates, who also benefit from the experience. They receive formal training in some aspects of animal husbandry which they may be able to use once they are released from the facility. At the very least, they learn to work closely with many creatures in need of the compassion and caring of a human being - an experience which cannot help but be a positive factor in their lives."

Two to four inmates are used to operate the park each day through the care of the animals or upkeep of the landscaping. There are strict criteria for the type of inmate who qualifies for work on the park - typically, misdemeanor drug offenders are selected to work the program. The park also benefits from the volunteering of a local veterinarian who tends to the animals' medical needs.

The cost to operate the park is approximately \$20,000 a year (does not include salary expenses). The purpose of the park is to find the animals homes within the community.

The examples above are just a few of the types of jail farm models that are operated in Florida. Evident in staff's discussions with representatives of the above programs, the major factors to be considered when pursuing a farm program are: 1) land on which to operate the farm, and 2) staffing of correctional officers or other relevant staff to oversee the inmate labor. Both of these factors could have significant financial impacts, particularly in the start-up years of the operation. At the Preliminary FY 2005/06 Budget Workshop, the Board set aside \$500,000 in initial funding towards a Sheriff Work Camp/alternatives to incarceration program.

Review of 1999 Dr. Dina Rose Study, "Drugs, Incarceration and Neighborhood Life: The Impact of Reintegrating Offenders into the Community":

Dr. Dina Rose, a professor at John Jay College of Criminal Justice, City University of New York, and two colleagues, conducted a study on Frenchtown and South City in 1999 to investigate the aggregate impact of incarceration on the quality of community life in areas experiencing high levels of incarceration. The community impacts analyzed in the report are the problems of stigma upon incarceration; the financial impact of incarceration on individuals, families, and neighborhoods; and, the interpersonal dynamics of community relationships and networks (Attachment #3).

Dr. Rose presented the results of her research regarding the impact of incarceration on the community at the October 31, 2000, Leon County Jail Population Workshop. The research report included numerous recommendations such as:

- Target families of incarcerated offenders for an array of services such as short-term financial assistance for food, clothing, and housing;
- Facilitate contact between families and incarcerated individuals;
- Provide transitional housing for offenders upon release;
- Assist ex-offenders in obtaining and retaining employment; and,
- Make training, education, and legal assistance available to ex-offenders.

Subsequent to the Jail Population Workshop, on November 14, 2000, the Board directed staff to review electronic monitoring, look at process improvements to reduce waiting time for arraignments, and bring an action plan to review the feasibility of implementing alternative programs discussed at

the October 31, 2000, Leon County Jail Population Workshop. The alternative programs included:

- A review of the various work programs currently in place;
- Request the Criminal Justice Coordinating Council to provide guidance on the appropriate size of the jail and when it needs to be expanded;
- A review of the requirements for housing juveniles;
- A review of state funding levels for mental health services; and,
- A review of programs designed to reduce recidivism as recommended in Dr. Rose's research.

On May 15, 2001, the Board conducted the Preliminary Action Plan, Jail Population Management Workshop to further discuss issues surrounding jail population management and involved the Sheriff, Public Defender, State Attorney, and Judiciary in the discussion and approval of the Preliminary Action Plan.

Preliminary Action Plan
1. Direct staff to work with the CJCC, and to utilize the CJCC to perform the responsibilities outline in Florida Statutes, Section 951.26, Public Safety Coordinating Council (to formulate recommendations to ensure that the detention center's capacity is not exceeded, including the assessment of related programs, and to project future capacity needs).
2. Direct staff to identify a representative from the local Big Bend Workforce Development program and from the Refuge House, and request the CJCC Chairperson to appoint these representatives to 4-year terms.
3. Request CJCC to bring back recommendation to the Board in six months on increased coordination activities or new programs to reduce jail population.
4. Request Sheriff to bring back to the Board recommendations and potential jail population reductions within his authority to reduce jail population (not including jail expansion).
5. Bring back for Board consideration during FY 2001-2002 budget workshops the creation of a full-time position to carry-out responsibilities associated with the jail population management system project.
6. Direct staff to research alternatives to pay for the conversion of the drill academy to Unit 5 of the jail, as a minimum security /work release facility (to be brought back during the November 2001 workshop).
7. Authorize the appointment of a citizen task force to study the issue of over-representation of minorities in the jail.
8. Direct staff to bring back the issue of incarceration of the mentally ill in an upcoming agenda item to establish the Board's legislative priorities for the 2002 legislative session.
9. Authorize the re-establishment of the "pity committee" as recommended in the Public Defender's April 5, 2001 letter to the Board Chairman.
10. Schedule a workshop for November 2001 to review information requested and actions taken on the Preliminary Action Plan.

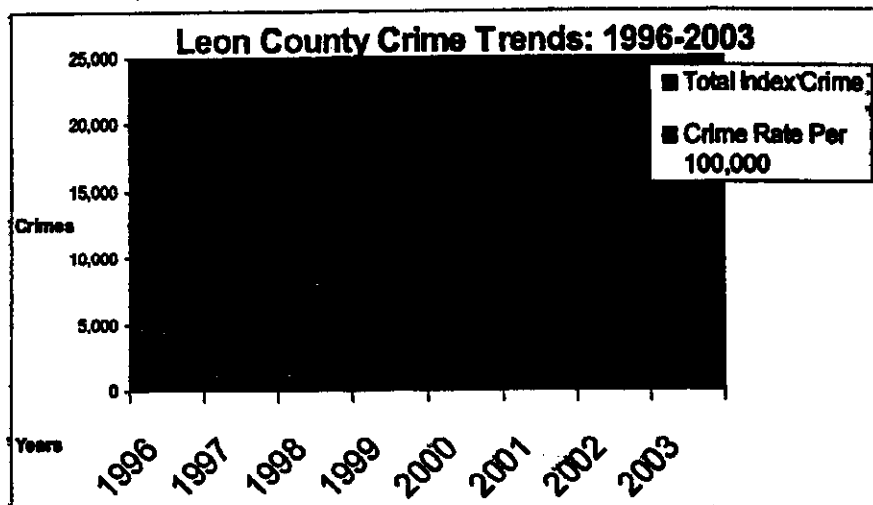
On December 11, 2001, the Board ratified the actions taken at the Jail Population Management Workshop from November 27, 2001:

- The Board formally requested that the PSCC deliver an annual report to the Board by the end of each calendar year on jail population.
- The Board encouraged the use of electronic monitoring and GPS monitoring as a jail alternative for post-conviction sentencing, where appropriate.
- The Board requested that individuals released from jail by the efforts of the Detention Review Coordinator or other bond review initiatives be tracked for recidivism.
- The Board encouraged the PSCC Chairperson to include members of the community to the PSCC, including representatives from the Community Justice Center and representatives from local workforce and training centers.
- The Board requested that the PSCC include in their next report recommendations for crime prevention programs and initiatives.

The PSCC submits its annual report to the Board for consideration during the jail workshop. Each item that was ratified by the Board on December 11, 2001 is addressed in the PSCC Annual Report.

Update on Crime Rates in Leon County:

Staff retrieved crime trend data from the Florida Department of Law Enforcement (FDLE) to identify the long term crime trend in Leon County. Between 1996 and 2003, Leon County has experienced a steady increase in population and a corresponding decrease in the total crime index and crime rate per 100,000 residents. Despite a brief peak in 1997, the crime rate per 100,000 residents has decreased from 8,374.21 in 1996 to 5,607.83 in 2003 in Leon County (Attachment #4). FDLE reports that the statewide average crime rate per 100,000 residents in 2003 was 5,164.2.



At the Board's request, LCSO provided geographic information on the number of arresting charges made by LCSO in the County by patrol zone (Attachment #5). LCSO currently divides its patrol operations into eight zones, two of which encompass the City of Tallahassee. Zones 7 and 8, which are the two patrol zones in the City, had significantly more arrest charges in 2004 than the patrol zones in the rural areas of the County. Please note that arresting charges will differ from Uniform Crime Report (UCR) data because UCR only captures certain charges. Also, the attached figures represent arrest charges. Therefore, one individual that is arrested could have multiple charges.

The Tallahassee Police Department (TPD) also provided a map of its eight patrol areas in the City accompanied with 2004 arrest information by each area (Attachment #6).

Review of Tallahassee Police Department's Arrest Procedures:

Since TPD makes the majority of arrests in Leon County, the Board requested staff to conduct a brief review of TPD's arrest procedures. TPD provided staff with its General Orders Manual, which outlines the Department's policy, procedures, guidelines, and statutory authority for making arrests (Attachment #7).

The General Orders Manual outlines officers' responsibilities and duties to uphold the laws of Florida and ensure citizens rights mandated by the U.S. Constitution. More specifically, the arrest procedures of TPD are left to the discretion of its officers. Different procedures are required of on-duty police officers versus off-duty police officers. On-duty police officers must use "reasonable judgment and appropriate discretion to take all steps necessary to affect an arrest of a suspect" believed to have violated a law or ordinance. When making an arrest, officers are prohibited from considering a victim's willingness to pursue criminal charges in court or the possibility of the suspect being prosecuted.

The Manual also describes situations where circumstances might cause officers to not make an arrest. For example, if an arrest would cause a greater risk of harm to the general public than not arresting the suspect or if police resources are limited and there are a large volume of high priority calls, officers are advised not to make the arrest. Officers may obtain and execute arrest warrants for suspects that they have probable cause to believe committed a crime after the officer is removed from the situation that led to the decision not to arrest a suspect.

Review of Tallahassee Police Department's Community Capacity Development Program:

The Community Capacity Development Office, formerly known as the Executive Office for Weed and Seed, implements a strategy designed by the U.S. Department of Justice's Office of Justice Programs that incorporates community-based initiatives. It is a comprehensive multi-agency approach to law enforcement, crime prevention, and community revitalization. Operation Weed and Seed is a strategy which aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in targeted high-crime neighborhoods across the country. Nationwide, Weed and Seed sites range in size from several neighborhood blocks to 15 square miles.

Operation Weed and Seed is foremost a strategy--rather than a grant program-- which aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in targeted high-crime neighborhoods across the country.

The strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in "weeding out" criminals who participate in violent crime and drug abuse, attempting to prevent their return to the targeted area; and "seeding" brings human services to the area, encompassing prevention, intervention, treatment, and neighborhood revitalization.

A community-orientated policing component bridges weeding and seeding strategies. Officers obtain helpful information from area residents for weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources.

In FY 04/05, Tallahassee Police Department received a \$217,037 grant from the Department of Justice for this program. It provides funding to "weed out" the criminal element in the following targeted areas: Richmond Heights, Murat Hills and South City (Attachment #8). The program also offers a comprehensive range of human service programs to stimulate revitalization in the designated areas. Specifically, in the Tallahassee/Leon County area, the grant funds three safe houses, one Program Coordinator Position, and overtime for law enforcement.

Partnerships with other law enforcement agencies and community organizations help promote weeding and seeding activities that focus on educational, recreational, social, and economic development. These include such groups as the Police Athletic League (PAL); About Face; Becoming A Man (BAM); Parks and Recreation; Leon County Shared Services; and Mothers In Crisis. Law enforcement partners include the U.S. Attorney; State Attorney; Leon County Sheriff's Department; Department of Corrections; Parole and Probation; Juvenile Justice; Drug Enforcement Agency; and Alcohol, Tobacco and Firearms.

Review of "Incarcerated America":

At the May 24, 2005 Workshop on Leon County Jail Issues, the Board directed staff to review and present its findings about an April 2003 article by the Human Rights Watch Backgrounder entitled, "Incarcerated America" (Attachment #9).

"Incarcerated America" identifies the inverse relationship between the exploding prison population and declining violent crime rates across the United States. The article attributes the overpopulation of prisons to drug prosecutions and public policy changes that have increased prison sentences and imposed mandatory sentencing guidelines.

The article also explores the disproportion number of African Americans incarcerated in state and federal prisons, citing nearly 44 percent of all inmates as African American despite only making up 12 percent of the U.S. population. The article finds that drug offenses account for nearly 40 percent of African Americans sent to state prison.

In summary, the article offers solutions at the state level in the form of amending some of the public policy decisions of the previous decade. To curb the budget demands of rising prison populations, "Incarcerated America" recommends that state officials readdress mandatory sentencing guidelines and increased prison sentences for nonviolent, low-level drug offenders.

Leon County Probation Division revenue collections:

During the May 24, 2005 Workshop on Leon County Jail Issues, the Board expressed interest in the revenue collections of the Leon County Probation Division. Specifically, the Board asked staff to identify the collection rate for fees owed to the County. Probation staff has collected the financial information for each program within the Probation Division as illustrated in Attachment #10.

Defendants sentenced to probation by the County and Traffic Court are assessed a monthly supervision fee of \$50.00 per month pursuant to Florida Statute and the local Administrative Order. The length of sentence for each individual varies depending upon the degree of the infractions. Other revenues include collections for Community Service, Alternative Community Service (Work Program), and Alternative Community Service "No Show" fees. Each carries a \$30.00 one-time administrative fee to be paid during the probation period. The No Show fee is assessed each time a defendant fails to appear for a selected Alternative Community Service (work program) assignment. Defendants assigned to the Supervised PreTrial Release Program, pending the disposal of their infraction, are also assessed a \$30.00 one-time administrative fee as governed by the local Administrative Order.

Attachment #10 is a depiction of revenues by program. Each chart reflects "expected" and "collected" fees during fiscal years 2003-2004 and 2004 through June 30, 2005.

Violators of Probation (VOPs) in the Leon County Jail:

At the May 24, 2005 Workshop on Leon County Jail Issues, the Board expressed concern about the increasing population of VOP offenders and their average length of stay in the Leon County Jail. Specifically, the Board asked staff to determine how long VOPs are serving time in the Leon County Jail and the estimated cost to local taxpayers.

The Leon County Detention Review Coordinator has been closely monitoring the length of stay for defendants who have only been booked on felony VOPs. In the first six months of the 2005 calendar year, 133 felony VOPs have been booked into the Leon County Jail. At the time of print, there was insufficient data on two of the offenders so the following statistical information is based on 131 felony VOPs that were booked into the jail between January 1 through June 30, 2005.

The number of days between booking and sentencing are referred to as "days to disposition." On average, the 131 felony VOPs served 46 days to disposition in the Leon County Jail. Upon sentencing, the VOPs remained in the jail for an average of 21 days before being transferred to the Florida Department of Corrections. Felony VOPs are serving an average of 66 days in the Leon County jail between the time they are arrested and the time they are turned over to the state. According to the Sheriff's Office, the cost of a jail bed per day is \$52.09. To house 131 felony VOPs for an average of 66 days each costs approximately \$450,000.

The overpopulation of county jails, along with the increasing population of VOP offenders, is burdening many jails across the state. In its annual Legislative Priorities Survey, The Florida Association of Counties (FAC) requested detailed information about the number and costs of VOP offenders in the Leon County Jail. FAC will address VOP issues at the 2005/06 Legislative Policy Committee Meetings on October 5, 2005 and may identify VOP issues as a 2006 legislative priority.

Conclusions:

Since the 2001 Jail Population Management Workshop and the adoption of the Preliminary Action Plan, the Board has taken significant and proactive steps to manage and reduce the population of the Leon County Jail. The creation of the Court Mental Health Coordinator has assisted both the

judiciary and LCSO in assessing the competence of offenders and identifying mental health concerns. The Detention Review Coordinator, also funded by the Board, facilitates speedy identification, processing and case management of jailed defendants. The Board has also increased funding for the LCSO work camp to allow nonviolent offenders to work in the community rather than serve time in the jail. Board approval to expand the Global Positioning Satellite Program (G.P.S.)/ CrimeTrax funding to purchase additional tracking devices has proven to be a cost effective tool commonly used by the judiciary in circumstances whereby jail time is not. As mentioned previously, the Board approved a salary increase for all LCSO sworn employees, including corrections staff, to improve recruitment of correctional officers and adjust salaries to the competitive market. Most recently, the Board set aside \$600,000 in initial funding towards a Sheriff Work Camp/alternatives to incarceration program at the Preliminary FY 2005/06 Budget Workshop.

Options:

1. Accept the report on Leon County Jail Issues.
2. Do not accept the report on Leon County Jail Issues.
3. Board Direction.

Recommendation:

Option #1

Attachments:

1. LCSO programs offered to Leon County inmates
2. 2004 GED statistics from the Leon County Jail
3. 1999 Dr. Dina Rose Study, "Drugs, Incarceration and Neighborhood Life: The Impact of Reintegrating Offenders into the Community"
4. Leon County Crime Trends: 1996-2003
5. 2004 LCSO Arresting Charges by Patrol Zone
6. 2004 TPD Arrests by Patrol Area
7. TPD General Orders Manual
8. Community Capacity Development Office service area
9. April 2004 article by Human Rights Watch Backgrounder, "Incarcerated America"
10. Leon County Probation Division depiction of revenues by program